

## WE`RE LOOKING FOR LEADERS!

*Don`t be shy, give it a try, it`s easier than you think!*

*The Nominating Committee for Leadership Link is currently looking for members who would like to become more active in the planning and decision making of Leadership Link Chapter of the National Managment Association.*

*We are seeking nominees for the offices of President Elect, Secretary and Treasurer. If you have a desire to hone your skills in a new environment, contact the members of the nominating committee:*

*Pat Kant, 441-7880  
Mary Johnson, 441-7416  
Betty Surls, 441-7459*

*The current officers are as follows:  
President Elect - Cindy Lukan, Information Services  
Secretary - Joan Ray, City Council  
Treasurer - Betty Surls, City Treasurer*

*Please direct all responses to one or all three members of the Nominating Committee:*

*pkant@ci.lincoln.ne.us  
majohnson@ci.lincoln.ne.us  
bsurls@ci.lincoln.ne.us*

## Leadership Link

**Trial Membership  
JOIN BY MAY 1 AND SAVE!**

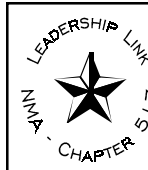
Why you should recruit your co-workers:

- ✓ Free trial membership for three months
- ✓ The \$20 registration fee is waved until April 30, 2003
- ✓ Recruiting prize drawing on local and national levels when they become a due paying member

What your co-workers will gain:

- ✓ Network with other city agencies & peers
- ✓ Gain insightful professional development through guest presentations
- ✓ Experience the cuisine of local restaurants

For an application and more details contact:  
Lori Cook 441-8040 (lcook@ci.lincoln.ne.us)  
EJ Schumaker 441-8036  
(eschumaker@ci.lincoln.ne.us)  
Member Relations Committee



# Leadership Link Newsletter

Leadership Link Chapter # 517

Website: [www.ci.lincoln.ne.us/city/person/NMA\\_L/index.htm](http://www.ci.lincoln.ne.us/city/person/NMA_L/index.htm)

P.O. Box 85224 Lincoln NE 68501-5224

April 2003

Volume 7 Issue 09

## What Does It Take To Be A Leader?

Dilbert cartoons notwithstanding, managers are, on the whole, capable of providing leadership for their employees. Most managers and staff would agree, however, that nearly every manager has some areas he or she can improve.

We interviewed three transit agency managers about their leadership styles. Bob Bourne runs the Ames, Iowa-based CY-RIDE. Linda Yaeger manages the OATS transit service, covering most of Missouri. A third source, Peter Schauer, is a leadership and management consultant specializing in rural and small urban transit agency management for more than 20 years. His previous experience includes managing a transit agency in Missouri. Each of the three people we interviewed brings excellent leadership skills to the table, and kindly agreed to give some of their valuable time to discuss leadership principles and how best to apply them in a transit setting.

Each person we spoke with focused on different aspects of leadership, but all three agreed on some basic principles. Peter schauer uses his hand to map out the principles he considers most important. The thumb stands for vision, because "it's the thumb that really makes the hand useful." Similarly, without vision, he explained.

"You're not able to function at a higher level," said Schauer. After vision comes imagination and curiosity, on the index finger. The middle finger represents honesty and fair play, "so you don't flip anyone off," he joked.

Courage, loyalty, stamina, and strength all center on the ring finger, and the pinkie symbolizes humor and humility. This last is particularly important.

"You're going to have losses and you're not going to be able to rationalize all your losses," he said. "You're going to have to laugh some of them off."

When asked to respond to the statement: "Effective leadership is all about effective personal relationships," Schauer said, "Yeah, I agree with that, but you can't overlook that relationship with yourself. I think if we looked at these Enron executives, we'd really have to wonder about their relationship with themselves."

Although it sounds almost corny, it is a generally accepted

truth that you must know and accept yourself, in order to know and accept others. And you must know and accept others in order to lead them.

Linda Yaeger stressed the importance of honesty and integrity in all that you do. Straightforwardness, she said, is an essential part of her management style and her company's vision, along with a participatory style of management. OATS

communicates their code of ethics, which is staff-developed and board-approved, to every new employee.

Each employee also has the right to bring questions, concerns, and issues to management.

Yaeger emphasizes the importance of honesty in leadership. She said, "Always be honest. There's an honest answer to every question posed." That's true even if it's just, "I wish I could give you an answer to that right now, but I can't."

Yaeger also highlight the importance of letting people know how much their efforts are appreciated, although she expressed regret that this is not yet her forte. Finally, she noted that it is important for a leader to empower their employees by "delegating jobs and letting your people do the jobs they're told to do."

CY-RIDE's Bob Bourne emphasized three leadership principles as being particularly vital: honesty, integrity, and empathy. He described empathy as anticipating the problems someone might encounter in their job. Empathic leaders "feel that when the system fails, it's not the fault of the driver; they just want to correct the problem," said Bourne. To help build empathy and respect for employees, manager must attain a reasonable proficiency at agency jobs, including dispatching and driving buses. This allows manager to go in and help as second or third dispatchers when phones are ringing off the hook.

Another concept Bourne thinks is overlooked "in a lot of places" is keeping people busy without overwhelming them. Recognizing the potential for overload is a part of practicing empathy, and is vital to effective personal relations.

Leadership Link  
Chapter 517  
P.O. Box 85224  
Lincoln NE 68501-5224



**CITY/COUNTY EMPLOYEES  
CALLED TO ACTIVE DUTY,  
WE SALUE YOU!**

**Larry Edwards,  
Fire Department  
Karla Welding,  
Public Works**

Our thoughts & prayers are with you

## APRIL MEETING



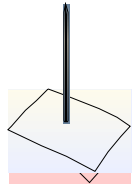
**Old Chicago Downtown  
11:45 AM - 1 PM**

**John L. Harris,  
Owner & Operator of  
Encouragement Unlimited**

**"You don't have anything if you don't have hope."  
Tuesday, April 1st, 2003  
Luncheon Buffet - \$7.00  
9th & P Streets - upstairs meeting room**

**Place your ad here for one month or 12!**

**Leadership Link Display Ads,  
for more info call 441-7717**



# Problems & Solutions

## Managerial Advice by Georgia Glass, Personnel Director

Send your questions to [Dmullins@ci.lincoln.ne.us](mailto:Dmullins@ci.lincoln.ne.us) via email for consideration. Questions may be reworded because of space limitations.

Dear Georgia:

I supervise several employees, of which two of them are constantly “bad mouthing” the other to other employees and sometimes even to the public. I have met with each of them, individually, and told them that such actions are not acceptable, and that they need to “knock it off”. The “bad mouthing” stopped for a couple of months, but now they are back at it. A formal disciplinary process would need witnesses, both employees and the public, of such actions, with documentation, which might be tough to secure, especially from the public. Put them in the same room and let them duke it out? EAP for both? What do you think?

Dear Manager:

It is a very difficult situation when you have two employees who do not get along. Here are some options you may want to consider.

1. Good first move by talking to both of them individually and warning them.
2. Progressive discipline does need documentation, but I don’t know why you would need witnesses from the public. If you witness this behavior then you can take disciplinary action based on your observations alone. As a supervisor, your observations should be sufficient documentation.
3. Continuum, our Employee Assistance Program, may be able to help.
  - a. You could ask them to “mediate” a conversation between these two employees to help them talk through their differences.
  - b. You could also do a supervisory referral to EAP for each one of them separately.
  - c. You could talk to EAP yourself and ask them for advice on how you should approach the situation.
4. And, as you suggest, you could tell both of them that the problem needs to be solved - let them “duke it out” so to speak. They are adults and you expect them to communicate with each other and decide how to solve this problem and see what they come up with.

# Increase Performance, Become a Mentor

Providing guidance to a peer or associate may actually enhance your own work performance and enjoyment. Managers hoping to induce leadership from experienced workers will frequently facilitate a mentor relationship with a new or struggling team member.

To their surprise, it is the mentor who typically sees the most obvious improvement. Too often experienced employees, even successful ones, perform their work on "autopilot". They don't think much about what they do or how to improve, they just do it.

When given the responsibility of becoming a mentor, many find the task challenging. Describing a work process that has become automatic isn't always easy. Frequently, mentors will create a "Best Practices" document. They will make recommendations and to begin to train their protege. Very frequently this process becomes a refresher course for the mentor.

The mentor finds themselves teaching tactics that they themselves no longer employ. Knowing best practices doesn't ensure their use. Additionally, as part of their communication, mentor and student share success stories. As the skill of the student increases, the mentor will feel obligated to "best" the novice. In the beginning this is easy, in time it should require increased performance by the mentor to keep up. This is a good thing!

This also may become a low-risk leadership opportunity for an experienced employee to demonstrate managerial potential. Success of an employee promoted into a supervisory position is not guaranteed by an individual's strong track record. In fact, many individual performers make poor leaders. A mentor role can become an ideal opportunity for testing abilities.

## Leadership Link Executive Board

President - Colleen Floth .....	1-8690
President Elect - Cindy Lukan .....	1-7474
Past President - Bill Kostner .....	1-6009
Secretary - Joan Ray .....	1-7515
Treasurer - Betty Surls .....	1-8325
Program - Kathy Smith, .....	1-8309
Program - Larry Worth .....	1-8600
Awards - Mary Johnson .....	1-7416
Member Relations - E.J. Schumaker .....	1-8036
Member Relations - Lori Cook .....	1-8040
Community Services - Audrey Leming .....	1-6130
Public Relations - Diane Mullins .....	1-7717
Web Site - Trish Owen.....	1-7488
Professional Development - Tim Pratt .....	1-7593
Professional Development - Steve Owen .....	1-7867
Nebraskaland Council - Terri Storer.....	1-7269
National Director - Jan Lehmkuhl .....	479-5714
Associate Director - Robert “Bob” Lundberg.....	471-5027

National Website: <http://www.nmal.org>

# Leadership Link Profile

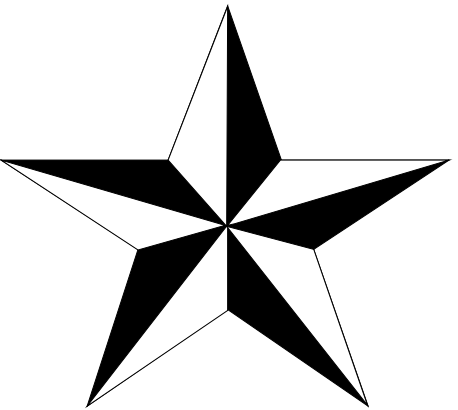
Colleen Floth, president

**If you could take a famous person to dinner, who would it be and why?** This was a real hard decision for me because there are many people that I find interesting and would like to meet. However, after much deliberation, I have chosen Ms. Rosa Parks as the person I would like to have dinner with. I think the main reason is in watching interviews with her over the years, she seems like such a humble woman and chooses not to think that what she did was such a big deal. As she has said many times, she was tired and her feet hurt and she didn’t want to walk any further than she had to. She was a woman way beyond her times. Not only for a African/American to stand up to a White person, but as a woman also. She had more guts to stand up for her rights than a lot of people do today. I would also like to hear from her what her life and her families life was really like both before and after her famous bus ride.

**How do you like to spend your free time?** What free time? After playing grandma to my two granddaughters, my biggest hobby would be painting and doing ceramics.

**What is your favorite restaurant and why?** I have two and really can’t narrow it down. Lazlos, and Valentino’s buffet.

**Why did you join Leadership Link?** I joined Leadership Link after talking with Pat Kant when she was President and found out it was a good place to network with other city and



county employees, get involved, and learn more management skills. Becoming an officer kind of just fell in my lap. When I first joined, I was asked to be on the Award Committee, which I did and to be a delegate for the NebraskaLands Council, which I also said I would do. The next year I was asked to chair the Awards Committee, and continued as a delegate. The following year I was nominated as President Elect and lost, but the person that was elected stepped down and here I am. I enjoyed my term as President Elect; however, I was not a very good one in assisting Bill Kostner because I was off most of the year with health concerns. My term as President has been great so far, and the Board consists of a lot of hard working individuals. I am also looking forward to my term as Past President and help Cindy Lukan in any capacity she asked me.

**If you could build your dream house, where would it be and why?** My dream house would be built right here in Lincoln. I want to stay in Lincoln because my family and friends are all here. Those of you who know me, know I couldn’t leave my two grandkids to live anywhere else! They are the light of eyes. I would truly miss the calls from them just to say “hi”.

**What sign were you born under and do you fit your horoscope personally?** I was born on the cusp between Aquarius and Pisces. So I guess I am a little of both. I read both horoscopes daily and pick the one I like best! I don’t know if I fit one better than the other. I have been told that sometimes I have more traits and characteristics of Pisces, but then it will reverse at times.

# Weddle’s Presentation Taught Coaching Techniques

Betty J. Surls, Treasurer

The monthly meeting of the membership of Leadership Link NMA was held at 7:30, January 7, 2003. Eighteen (18) members met at the Lancaster County Extension Office, 444 Cherrycreek Road for a continental breakfast. We were all enlightened by our speaker Jane Weddle who introduced us to the Human Resources tool of “Coaching”. All of us got a first-hand try at this coaching technique and we all agreed that this was a terrific way to help solve problems not only an individual basis but also a group basis. I hope other city and county employees will take advantage of a future workshop conducted by Jane and sponsored by the Personnel Office. Please watch your bulletin boards for further information.

A brief report on the success of our Friendship Home Community Project over the Christmas season revealed that we purchased all the gifts requested by our adopted family plus a few extras and managed to have a little over \$83 left in cash.

We sent a check to Friendship Home in the amount of the left-over cash. In total, our membership donated over \$350 in cash plus other gifts purchased for the various family in individuals. Thank you all for your generosity.

An announcement of the upcoming Trial Membership promoted by NMA was outlined. After the Board meeting this month, a more detailed campaign will be revealed to the membership. There are prizes to be won and money to be saved between February 1 and April 30. If you have a candidate for membership, this is the time to contact them. What better way to find out what we are all about and at NO CHARGE until May 1.

Kathy Smith and Larry Worth, co-chairs of the Program Committee, have worked hard to bring you some innovative and informative guest speakers for your motivation and enlightenment. Please show your support of their efforts by making a commitment to attend as many of our monthly meetings as possible.

May your leadership and knowledge only increase and grow during this New Year 2003!



LEADERSHIP LINK CHAPTER  
OF THE NATIONAL MANAGEMENT ASSOCIATION

***DISTINGUISHED RECOGNITION AWARD 2003***

NOMINATION FORM

**Nominee:**

<b>Title:</b>	<b>Dept:</b>
---------------	--------------

<b>Nominated By:</b>	
----------------------	--

<b>Title:</b>	<b>Dept:</b>
---------------	--------------

Instructions: Please provide information and examples of this employee’s achievements in each of the areas (numbers 1-4) listed below followed by any general comments/information you may wish to include. Information may be provided in the spaces below or on separate sheet. Please limit your nomination to one page. Nominations must be submitted to the Awards Committee by Inter-Office Mail to Mary Johnson, Purchasing Division or email to or fax to Colleen Floth, Human Rights Commission, 441-6937 no later than Thursday, May 1, 2003.

- 1. Special Accomplishment(s)
  
  
  
  
  
  
  
  
  
  
- 2. Communication Skills / Accessibility
  
  
  
  
  
  
  
  
  
  
- 3. Employee Relationships
  
  
  
  
  
  
  
  
  
  
- 4. Training
  
  
  
  
  
  
  
  
  
  
- 5. Additional Comments / Information

LEADERSHIP LINK CHAPTER  
OF THE NATIONAL MANAGEMENT ASSOCIATION

**MANAGER OF THE YEAR 2003 AWARD**

CRITERIA INFORMATION

The Leadership Link Chapter of the National Management Association is seeking nominations for outstanding managers in local government (City or County). The purpose of the award is to recognize an individual whose accomplishments(s) and superior work performance represent the best possible application of management principles. A “Manager of the Year” nominee would be an individual who is a role model for other employees. The nominee does not have to be a member of Leadersip Link. A nomination form is on the reverse side.

**CRITERIA**

- 1. Be a manager in a government activity.
  
  
  
  
  
  
  
  
  
  
- 2. Has a reputation as a fair, impartial, and ethical manager in dealings with subordinates, peers, and associates.
  
  
  
  
  
  
  
  
  
  
- 3. Has demonstrated strong managerial leadership by applying generally recognized management principals to achieve success.
  
  
  
  
  
  
  
  
  
  
- 4. Practices visibly the NMA Code of Ethics in dealings with peers, subordinates, and associates.

Nominations should be submitted to the Awards Committee no later than Thursday, May 1, 2003. If you have any questions regarding the nomination process, please contact the Awards Committee Chair: Mary Johnson, Finance Department, 441-7416.

# LEADERSHIP LINK CHAPTER OF THE NATIONAL MANAGEMENT ASSOCIATION

## MANAGER OF THE YEAR AWARD 2003 NOMINATION FORM

Nominee: \_\_\_\_\_

Title: \_\_\_\_\_ Dept. \_\_\_\_\_

Nominated by: \_\_\_\_\_

Title: \_\_\_\_\_ Dept. \_\_\_\_\_

=====

Instructions: Please provide information and examples of this manager’s achievements in each of the areas (numbers 1-5) listed below followed by any general comments/information you may wish to include. Information may be provided in the spaces below or on a separate sheet. Please limit your nomination to one page. Nominations must be submitted to the Awards Committee by Inter-Office Mail to Mary Johnson, Purchasing Division or by e-mail to [majohnson@ci.lincoln.ne.us](mailto:majohnson@ci.lincoln.ne.us) or fax to Colleen Floth, Human Rights Commission, 441-6937, no later than Thursday, May 1, 2003.

1. Communication Skills/Accessibility
2. Supervisor/Employee Relationships
3. Management Skills
4. Training
5. Special Accomplishment(s)
6. Additional Comments/Information

# LEADERSHIP LINK CHAPTER OF THE NATIONAL MANAGEMENT ASSOCIATION

## *Distinguished Recognition Award 2003*

### CRITERIA INFORMATION

Do YOU know of an individual who performs above & beyond the norm? The Leadership Link Chapter of the National Management Association is seeking nominations for outstanding employee in local government (City or County). The purpose of the award is to recognize an individual whose accomplishment(s) and superior work performance represent the best possible application of the Association’s Code of Ethics. A ‘Distinguished Recognition Award’ nominee would be an individual who is a role model for other employees. The nominee does not have to be a member of Leadership Link. A nomination form is on the reverse side.

1. Be an employee in a government activity.
2. Has a reputation as being fair and impartial in dealings with subordinates, peers, and associates.
3. Practices visibly the NMA Code of Ethics in dealings with peers, subordinates, and associates.

Nominations should be submitted to the Awards Committee no later than Thursday, May 1, 2003. If you have any questions regarding the nomination process, please contact the Awards Committee Chair: Mary Johnson, Purchasing Division, 441-7416.

### NMA CODE OF ETHICS

**I will recognize that all individuals inherently desire to practice their occupations to the best of their ability. I will assume that all individuals want to do their best.**

**I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.**

**I will be guided in all my activities by truth, accuracy, fair dealing and good taste.**

**I will keep informed on the latest developments in techniques, equipment and processes. I will recommend or initiate methods to increase productivity and efficiency.**

**I will support efforts to strengthen the management profession through training and education.**

**I will help my associates reach personal and professional fulfillment.**

**I will earn and carefully guard my reputation for good moral character and good citizenship.**

**I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.**

**I will recognize the leadership is a call to service.**

# OFFICIAL BALLOT

2003-2004 OFFICERS  
LEADERSHIP LINK #517  
NATIONAL MANAGEMENT ASSOCIATION

PLEASE VOTE AND RETURN THIS BALLOT TO PAT KANT, PERSONNEL DEPARTMENT BY  
**FRIDAY AT 4:00 P.M., APRIL 25, 2003.**

**PRESIDENT:**  
CYNTHIA K. LUGAN                      INCUMBENT

**PRESIDENT ELECT:**  
E J SCHUMAKER                      YES \_\_\_\_      NO \_\_\_\_

WRITE-IN NOMINATION: \_\_\_\_\_

**SECRETARY:**  
MARY E SCHNEIDER                      YES \_\_\_\_      NO \_\_\_\_

WRITE-IN NOMINATION: \_\_\_\_\_

**TREASURER:**  
KAREN K EURICH                      YES \_\_\_\_      NO \_\_\_\_

WRITE-IN NOMINATION: \_\_\_\_\_

---

---

## BACKGROUND INFORMATION

\*EJ Schumaker is an Environmental Health Educator in the Environmental Health Division of the Lincoln-Lancaster County Health Department.

\*Mary Schneider is a Contract Secretary for the Engineering Services, Administration, Division of the Public Works and Utilities Department.

\*Karen Eurich is a Personnel Operations Specialist, Administration, with the Lincoln-Lancaster County Personnel Department

Presented by the Nominating Committee was Pat Kant, Mary Johnson, Sharon Porter.

